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01

A NEW CI DEPLOYMENT SERIES • EPISODE 01

# Why So Many CI Deployments Don't Last

*A different way to think about Continuous Improvement —  
before you shape a CI deployment strategy.*

SWIPE →



## THE PATTERN

# Continuous improvement is a **never-ending** pursuit.

Companies invest in it with discipline. They refine their practices, year after year, with real intent.

*And yet — the question keeps coming back.*



## THE PROJECT TRAP

# In most organizations, CI is approached as a project.

### A roadmap

Plotted, milestone by milestone.

### A timeline

With a defined start and finish.

### A transformation office

Set up to deliver the wave, then move on.

*Implementation succeeds. The wave passes. And then...*



## THE REAL QUESTION

“ **How does a company make sure that the new ways of working are **sustained, consistently practiced, and further improved** — long after the project ends?**

*This is the question every company eventually faces.*



## THE REFRAME

### ADDED ON TOP

## A separate program.

- Runs in parallel to the business.
- Competes for time and attention.
- Needs constant effort to sustain.
- Quietly fades when the wave ends.

VS

### INTEGRATED

## Part of how the business runs.

- Anchored in the business itself.
- Sharpens focus and priorities.
- Lives organically with operations.
- Becomes how work gets done.

*CI works when it stops being a program. And starts being the business.*



BEFORE DEPLOYING CI

# 5 questions to ask **before** deploying CI.

**01**

**Business  
context**

**02**

**Organizational  
fit**

**03**

**Scale**

**04**

**Continuity**

**05**

**CI context**

*Each one shapes whether CI lives — or fades.*



## QUESTIONS 01 & 02

### 01 Start with the business.

Before any deployment strategy — what is the business vision? What are its long-term goals, strengths, and weaknesses? CI should never slow the business down. It should help it stay focused, prioritize better, make sharper decisions, and improve where it matters.

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### 02 Where is CI positioned?

Organizational fit — how CI as a function is positioned within the organization. Where does it sit, and who does the head of CI report to? Positioning largely determines its influence and reach.



## QUESTIONS 03 & 04

### 03 **Start pragmatically. Scaling takes time.**

Work with stakeholders. Educate people. Demonstrate results. Ensure organizational readiness before scaling up.

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### 04 **Continuity. The one that matters most.**

The goal: integrate CI into the business so deeply that the two live together organically. Business and CI as one — not two parallel things. Designing for this continuity is the question worth answering before deployment begins.



## QUESTION 05

### 05 Think in two horizons.

CI context means aligning with the existing business strategy and performance framework — across time.

#### YEAR 1 — 2

#### Limited resources. No track record.

Expertise still building. Value still to be proven. Design for what's actually possible — not what it should look like in five years.

#### YEAR 3+

#### Shared understanding. Real proof.

Concrete examples of value-adding projects. The function ready to scale — in organization, in complexity, in impact.

*Both horizons need to be thought through from the start.*



COMING NEXT

# Episode 02: Governance & Resourcing.

*Two more questions worth thinking through — before you develop a CI Deployment strategy.*

IF THIS WAS USEFUL

- Follow Anna Plekhanova for more on CI, transformation, and operating models.
- Save this for your next CI conversation with leadership.
- Share it with a colleague leading a transformation.